1. **Introduction and Context**

The U.K population is ageing. The number of people reaching retirement age and living well in to their later years is increasing at a faster rate than other age groups in society. At the same time we will see increasing urbanisation which is predicated to result in a huge increase in older people living in urban areas.

Understanding this change and both the challenges and opportunities it presents must be addressed in policy that meets the needs and aspirations of older people. Making the right changes and allocating the right resources is the key to successfully managing this demographic shift.

In 2010/11 Southway Housing Trust conducted a STATUS survey, a customer satisfaction survey which includes the collection of household profiles. It was evident from the results that a large percentage of Southway Tenants were aged 50 and above. This resulted in the creation of the Age-friendly Strategy, formerly the Older Person’s Strategy and a designated officer role.

Around the same time Manchester was the first UK city to be accepted into the World Health Organisation’s (WHO) Global Network of Age-friendly Cities in recognition of the work carried out by the Valuing Older People (VOP) partnership.

Southway aims to be an age-friendly organisation for both tenants and staff. By working closely with Manchester’s VOP team we will explore how we can develop and adapt our services to achieve this and contribute to the overall objective of making Manchester a leading age-friendly city.
Key challenges and Priority Outcomes

1. **Age-friendly Organisation**

   A significant proportion of Southway tenants are older people with 43% of properties containing at least one person over the age of 60. A key part of the Futures Strategy, adopted in May 2010, aims to “Improve the quality of life of our older tenants”. The ‘Age-friendly Strategy’ sets out how this will be done.

   Southway has commenced an age-friendly pilot project in Old Moat, South Manchester. The two year pilot will endeavour to adopt the principles of the WHO's Age-friendly cities framework and concentrate these at a neighbourhood level. There is a strong emphasis on facilitating a bottom-up participatory approach where older people themselves determined the important aspects of an age-friendly neighbourhood and described the advantages and disadvantages faced in urban living.

   Eight key domains of city life that might influence the health and quality of life of older people were identified by the World Health Organisation as:

   1. Outdoor spaces and buildings;
   2. Transportation;
   3. Housing;
   4. Social participation;
   5. Respect and social inclusion;
   6. Civic participation and employment;
   7. Communication and information; and
   8. Community support and health services.

   Southway will foster initiatives that are appropriate, sustainable and cost-effective for improving the lives of older people with the view to implement in our other housing areas in South Manchester.

2. **Age-friendly Employer**

   As life expectancy increases so do the number of years we will work in the future. Southway will respond to an ageing workforce in a positive and proactive way. We will endeavour to be an age-friendly employer by reviewing and updating our practices and policies to ensure they have an age-friendly focus and are in line with the Equality Act 2010.

   Southway will ensure that employees have equal opportunities, regardless of age, in areas such as recruitment, retention, training and promotion within the work place. In additional to legislative requirements we will endeavour to implement best practice by researching trends and developments in other sectors and by listening to the views of our employees.
2. **Specialist Housing**

Specialised housing refers to the range of housing specifically built for older people, from sheltered/retirement housing to nursing homes. The Lifetime Homes, Lifetime Neighbourhoods report calls for a new positive vision for specialised housing as somewhere that more people aspire to live in later life and is suited to their lifestyles.

According to the STATUS survey 95% of Southway tenants aged over 60 are living in general needs houses and flats. Housing exclusively allocated to older people accounts for only 4.3% of the total stock.

Southway has a recognised lack of choice for older people who may need accommodation with support or who may choose to downsize or live in a more appropriate or specially adapted property.

Southway will maximize the choices available within the South Manchester area for tenants wishing to move to specialised accommodation. Additionally Southway will explore options of redeveloping existing sites and new builds where appropriate.

3. **Lifetime Homes and Adaptations**

The concept of the Lifetime Home is a core part of the Government’s strategy to respond to an ageing population. Homes should be built in an inclusive and flexible way and able to adapt to the changing needs of an individual over their lifetime. Additionally homes should be energy efficient, with good insulation measures and efficient heating systems.

The majority of Southway properties were not designed to adapt to the changing needs of an ageing household. Additionally many have large gardens that can become unmanageable. Housing that has not been adapted can present significant difficulties for frailer older people.

To address this Southway are working to bring all homes up to the Southway Homes Standard that exceeds Decent Homes. This includes energy efficiency measures, new kitchens and bathrooms. Where necessary Southway continues to fit adaptations enabling older tenants to live independently and in comfort. Southway has also committed to fund at least 40% of the cost of all major adaptations in its properties with a turnaround target of 6 months.

Any new build developed by or in partnership with Southway will be built to Lifetime Homes standards. Additionally, Southway has commenced an Age-friendly garden project to explore options to adapt gardens in a sustainable way and have undertaken measures to address the energy efficiency of homes.
4. **Information**

Staying connected with events and people is vital for healthy and active ageing. It is important that older people can access timely information to manage life and meet personal needs. With rapidly evolving technologies and the increased use of online services, a variety of information options are essential. Southway will develop information hubs in each of its three local offer areas. It is envisaged that the hubs will provide a range information methods including opportunities for older people to learn and utilise IT facilities and online services. Additionally traditional methods such as information events, verbal and written communications will be utilised.

It is important that consideration is given to people who are isolated and vulnerable. Southway will explore the best way to enable frontline staff to disseminate information and advice.

Southway will promote joint working and actively involve stakeholders. Much work has been done in this area already, including entering into partnership with the Valuing Older People (VOP) team, University of the Third Age (UA3), The University of Manchester, local Good Neighbours schemes and Adult Social Care colleagues. Southway will promote and facilitate VOP Networks enabling frontline service to share information, resources and improve services for older people locally.

5. **Services**

Southway recognises that many people would like to live their lives at home, close to support networks and in a community they know and trust. Access to low level support such as handy help and domestic services contribute to promoting independence.

There is a wealth of advice and support services available locally. Southway will map what they are and explore ways to promote amongst tenants and front line staff. Southway will continue to work with Good Neighbour Schemes with a particular focus on reducing isolation and loneliness.

Southway have formal procedures to identify and protect vulnerable and older tenants. A formal process is in place for reporting tenants considered at risk and for monitoring any follow-up action. Frontline staff have training to enable them to recognise potential vulnerable tenants, and take appropriate responsive action.

6. **Lifetime Neighbourhoods**

The concept of the Lifetime Neighbourhood is linked to that of the Lifetime Home. Neighbourhoods should be safe, accessible and welcoming for people throughout their lives. It means that transport services, housing, public services, civic spaces and amenities are all fully accessible to all users and barriers such as poor paving, street clutter and a lack of benches and toilets are overcome. The Age-
friendly project will research and explore the environmental aspect of this theme and work in partnership to provide improved public facilities.

The feeling of safety and perception of crime impacts upon health and wellbeing. Southway will evaluate its anti social behaviour (ASB) service to ensure it is accessible to older people. Raising awareness of rogue trader and doorstep crimes empowers older people and helps to reduce their risk of experiencing such crime. Southway will support the work of Manchester’s Doorstep Crime Network and circulate the ‘Early Warnings’ messages to frontline staff and tenants. Reporting of suspicious activity will be encouraged in order to prevent doorstep crime.

Action Plan

In order to achieve the objectives described above the following action plan has been devised and divided into six themes (Appendix 2).
## Appendix 2 – Age-friendly Strategy Action Plan

### Theme 1 – Age-friendly Organisation

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| 1 | Southway will be an age-friendly employer by promoting equal opportunities through employment practices, access to training, recruitment and policy development. | ▪ Southway adopts a ‘Positive Ageing’ attitude  
▪ All staff, regardless of age, have equal opportunities in the workplace  
▪ Any element of age discrimination is challenged and addressed | Human Resources                           | 2012 /13                                |
| 2 | Southway will be an age-friendly landlord by actively promoting a positive image of ageing and by ensuring age is considered in all areas of policy and service development. | ▪ All future policy and service development has an age-friendly focus  
▪ Facilities and services are age-friendly  
▪ Age-friendly Charter developed and adopted  
▪ Southway staff are aware of and actively promote age-friendly practices  
▪ Age-friendly Logo created | Older People’s Project Officer | Jan 12 to April 13                      |
| 3 | Southway will undertake an Age-friendly Pilot Project within the Old Moat and Withington area, with the view to roll out into its three local offer areas. ‘Take a seat Campaign’ | ▪ Project Launch Event  
▪ External Consultants appointed and undertake the research project  
▪ Action plan developed  
▪ Evaluation framework developed  
▪ Older People engaged and involved  
▪ Steps taken to make area more age-friendly | Older People’s Project Officer | Completed  
Research Programme Apr – Oct 12  
Nov 12 and ongoing |
|   | A bespoke consultation and engagement strategy will be developed to ensure the active involvement of older people, including those who are housebound – to include a readers’ panel. | DVD of Arm Chair based exercises  
Festive Parties  
Choir Singing Project  
Consultation and engagement strategy agreed and in place  
Older people are actively involved, listened to and receive feedback | Customer Involvement Team  
Complete  
2012/13 |
|---|---|---|---|
|   | Southway will support the national ‘Campaign to End Loneliness’ and take effective steps to prevent and alleviate loneliness and isolation in its communities. | The impact of loneliness on the health of our tenants and communities will be reduced  
Older people are aware of activities and social opportunities in their local area | Older People’s Project Officer  
2012/13 and ongoing |
|   | A Local Offer will be developed in consultation with older Southway tenants, setting out the services and service standards that will be delivered. | Local Area Co-operation (LAC) meetings are held regularly  
Membership of LAC Meetings is reviewed and updated  
Resources between partners are shared to improve services for older people  
Improved joined up working  
Bespoke Service offer developed for Older People – piloted at Holland Court and Grove Lane | Neighbourhood Services  
Ongoing  
2012/13 |
| 7 | To develop an intergenerational plan with the aim of bringing the young and old together in a mutually beneficial way. Activities will promote greater understanding and respect between generations and may contribute to building more cohesive communities. | • Organisation approach and plan agreed  
• Intergenerational opportunities developed  
• Younger and older tenants brought together  
• Improved community cohesion  
• Respect and understanding across generations | Older People’s Project Officer & Youth Involvement Officer | June 2012  
2012/13 |
### Theme 2 - Specialised Housing

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<td>8 Increase access of specialist housing suitable for Older People.</td>
<td>▪ Improved partnership working&lt;br&gt;▪ Tenant centred approach&lt;br&gt;▪ Increase provision of specialist housing for Southway tenants wishing to move/downsize through acquisitions and developments&lt;br&gt;▪ Comprehensive information available for existing and prospective tenants</td>
<td>Head of Business Development &amp; Older Peoples Project Officer</td>
<td>2012/13 to 2014/2015</td>
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<tr>
<td>9 Work with a range of providers to increase the supply of specialist housing suitable for Older People.</td>
<td>▪ Planners and developers are aware of the need for specialist housing in the South Manchester area&lt;br&gt;▪ Influence future development plans for specialist housing&lt;br&gt;▪ Increase the provision of specialist, age restricted stock&lt;br&gt;▪ Acquire Holland Court (19 bed Sheltered Housing Scheme)</td>
<td>Head of Business Development</td>
<td>2012/13 to 2014/2015</td>
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### Theme 3 – Lifetimes Homes and Adaptations

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| **10** Work in partnership with MCC - Manchester Equipment and Adaptations Partnership (MEAP) - to deliver an effective service. | ▪ To achieve 100% success for a 6 month turnaround target from referral to completion for all urgent adaptation needs  
▪ Comprehensive register of adapted properties created and maintained  
▪ Committed to fund at least 40% of the cost of all major adaptations in our properties in 2012/13 | Support Services Development Officer | 2011/2012 and ongoing |
| **11** Provide advice and support to tenants around winter warmth and affordable warmth initiatives. | ▪ 3 - 6 Annual Winter Warmth event held  
▪ Older People are aware of how to keep warm and manage bills / money  
▪ Benefit entitlement is taken up  
▪ Age UK Winter Warmth Campaign is promoted | Sustainability Officer & Financial Inclusion Officer | Oct to Feb 2012 |
| **12** Age-friendly garden design project | ▪ Older people are able to enjoy their gardens  
▪ Gardens are manageable and sustainable  
▪ Reduced risk in terms of doorstep crime (unkempt gardens are a know trigger)  
▪ Reduced maintenance cost of concessionary gardening services | Older People’s Project Officer | May to Dec |
|   | Identify where repair and improvement design and specifications can be adapted to meet the needs of older people. | Research study completed by MA / PHD Students linked to the Age-friendly pilot  
Repair and improvement specifications that better suit older people identified  
Findings are built into future Asset Management planning | Asset Management | 2012/2013 |
|---|---|---|---|---|
| 13 | Improve the safety and security of bungalow grounds and access passageways. | 14 bungalow sites receive work to improve access, the environment and security  
Designed with an Age-friendly focus  
Detailed feasibility of sites at Longport Ave & Westbrook Walk | Asset Management | 2012/13 |
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| 15| Southway will establish, facilitate and chair Valuing Older People (VOP) Networks in each locality. | VOP Networks will be established in:  
• Didsbury & Burnage VOP Network  
• Old Moat & Withington VOP Network  
• Chorlton & Chorlton Park | Older People’s Project Officer | Feb 2012  
May 2012  
July 2012 |
| 16| Create 3 information hubs in each local offer areas for advice and information. | ▪ Older people are signposted to appropriate services  
▪ Older people are able to access advice and information | Older People’s Project Officer | May to Dec 2012 & ongoing thereafter |
| 17| Southway will develop opportunities for older residents to learn about and utilise available IT facilities and online services. | ▪ Older People can access IT Facilities through information & learning hubs  
▪ Older People are able to get ‘Online’  
▪ External agencies supported to provide IT  
▪ Access to social media prevent isolation and loneliness | Older People’s Project Officer | Westcroft 2011/2012 and ongoing  
BMCA 2012/13 and ongoing |
| 18| Southway will investigate further how best to enable frontline staff to disseminate information and advice on issues relevant to our older tenants. | ▪ Southway staff can advise older people  
▪ Southway staff have received relevant training  
▪ Older people are informed  
▪ Older people are confident in asking Southway staff for advice | Older People’s Project Officer | 2013/2014 & ongoing |
|   | Southway should look to target people at key transition points, such as retirement, periods of reduced mobility or poor health and bereavement. | Southway are in a position to support and guide people when in need
- Older people are supported and guided
- Strong working partnerships are built | Older People’s Project Officer | 2013/2014 and ongoing |
### Theme 5 – Services

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| 20     | 20   | Communal and community rooms within Southways building will be developed into a community hub model incorporating Information & trainings hubs. | Communities interact and are engaged  
Up to date and accessible information  
Tenants are aware of and access arts and cultural events via the VOP Cultural Offer Project  
12 Cultural Champions are recruited for the above project 2012/13 | Scheme Wardens / Centre Managers | 2012/13 |
| 21     | 21   | Southway will review and adopt formal procedures to identify vulnerable adults and provide frontline staff with training necessary to carry out this role. | Vulnerable Adults Policy and Procedures agreed  
Frontline staff are appropriately trained and are able to recognise and support vulnerable people | Support Services Development Officer | July 2012  
From 2012/2013 |
| 22     | 22   | Southway will continue to work with Good Neighbour Schemes with a particular focus on reducing isolation and investigate ways of supporting them. | Strong partnership links are made  
Partnership working is utilised  
Older people benefit from the schemes  
Volunteering opportunities for tenants | Older People’s Project Officer | Feb 2012 and ongoing |
| 23     | 23   | Ascertain what services are currently available to older people in our community and identify gaps to the service provision. | Informed via VOP Networks  
Increased partnership working  
Existing services are mapped  
Gap analysis completed | Older People’s Project Officer | Old Moat  
Oct 12  
2013/2014 other areas |
| 24 | **Handyperson Services:** Southway will establish further links with the Anchor Staying Put scheme and Care & Repair to explore the service they currently offer and how Southway tenants can benefit. | - Links are made with both Anchor Staying Put Scheme and Care & Repair handy help services  
- New opportunities are captured and utilised to benefit Southway tenants & local people  
- Grove Lane Handyman Pilot completed  
- Pilot extended to Holland Court | Head of Property Services | June 2012  
2011/2012  
2012/2013 |
| 25 | Refer and signpost older tenants who require Assistive Technology e.g. Care Call and Just Checking to the Primary Assessment Teams. | - Information on options are available for Southway tenants upon request  
- Older people are supported to live independently and safely at home for longer  
- Older people are able to summon help and support in the event of an emergency | Neighbourhood Services | 2012/2013 |
| 26 | Southway will consider the feasibility of establishing a telephone service for vulnerable tenants. | - Vulnerable tenants are identified and supported | Older People’s Project Officer | 2013/14 |
## Theme 6 – Lifetime Neighbourhoods

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| 27 Southway will evaluate its ASB service to ensure it is accessible to older people and also make any recommended changes. | ▪ Neighbourhoods are Age-friendly and the views, opinions, needs and rights of older people are taken into account  
▪ Older people have the opportunity to make recommendations and contribute to their local communities  
▪ The impact of ASB is understood  
▪ Increased number of older people report ASB concerns | Neighbourhood Services        | 2012/2013                   |
| 28 Southway raise awareness of doorstep crime to tenants and circulate ‘Early Warnings’ as issued by Greater Manchester Police. | ▪ Older people are protected  
▪ Tenants are aware of doorstep crime  
▪ Reduced risk of Older tenants being victims of doorstep crime  
▪ Early Warnings are distributed throughout the organisation  
▪ Frontline staff raise awareness with older tenants  
▪ Older tenants report suspicious activity | Older People’s Project Officer | 2012/2013 and ongoing       |